


Safety

The background of the slide features a collection of white LEGO bricks of various sizes and shapes, including 1x2, 1x3, 2x2, and 2x4 bricks, some with studs on top. They are arranged in a somewhat haphazard manner, with some bricks standing upright and others lying flat. The lighting is soft, creating gentle shadows and highlights on the bricks' surfaces.

OUTCOMES:

Children are first and foremost, protected from abuse and neglect
Children are safely maintained in their homes whenever possible and appropriate

- Timeliness of initiating investigations of reports of child maltreatment
- Repeat maltreatment
- Risk of Harm to Child
- Child Protective Services Investigations

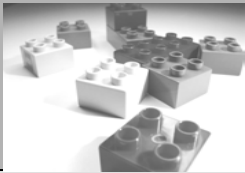
 1a. Timeliness of initiating investigations of reports of child maltreatment Action Steps								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s) ¹	CFSR/Program ² Improvement Plan or Reform Item	
1.1	Improve response time on Child Protective Services referrals	1.1.1	Increase compliance with current policy requiring the Division of Children and Family Services (DCFS) social workers to make initial face-to-face contacts with child victims for referrals of abuse and/or neglect within ten working days from the date of referral. a. Establish policy workgroup to develop guidelines outlining intake timelines for referral review and transfer to Child Protective Services (CPS). b. Report out on compliance and improvement of performance for initial face-to-face quarterly. c. Achieve performance goal of 90% compliance.	3/05	Task Completion	<u>Practice Improvement</u> <i>Program and Policy (a)</i>	Item 1	
				6/05-6/06	Task Completion			
				9/06	Information System/Case Review			
		1.1.2	Improve “usability” of GUI specific to input of initial face-to-face (IF).	TBD ³		<u>CATS⁴</u>		Reform
		1.1.3	Develop “user-friendly” automated tools in CAMIS for field staff and supervisors to assist in monitoring and meeting timeframes.	TBD		<u>CATS</u>		Reform
		1.1.4	Require DCFS social workers to make face-to-face contact with child victims within 24 hours for referrals of child abuse and/or neglect rated as emergent. a. Establish policy workgroup to develop recommendations.	3/05		<u>Program & Policy</u>	Item 1	

¹ Leads for the action steps have been identified with bold font and underlined. Links with other program areas are identified through being italicized.

² Each action step is identified as an item related to the Child and Family Services Review (CFSR), Program Improvement Plan (PIP), or indicated as a part of the Comprehensive Reform Plan. For items identified as being part of the PIP, the relevant CFSR items have been noted.

³ To Be Determined based upon assessment of the statewide information system to be conducted by July 2004.

⁴ Children’s Administration Technology Services (CATS)



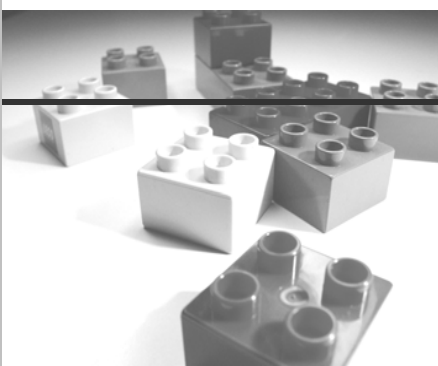
1a. Timeliness of initiating investigations of reports of child maltreatment
Action Steps

Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s) ¹	CFSR/Program ² Improvement Plan or Reform Item	
		1.1.5	<div>b. Management review and approval of appropriate recommendations.</div> <div>c. Implement policy.</div> <div>d. Establish baseline for compliance with policy change and set performance measure.</div> <div>e. Review and report on progress quarterly.</div> <div>f. Achieve performance goal.</div> <div>Require DCFS social workers to make face-to-face contact with child victims within 72 hours for all referrals of child abuse and/or neglect rated as non-emergent.</div> <div><u>Subject to 2005 Budget Request</u></div> <div>a. Define expectation and practice guidelines for social workers to make first attempt for face-to-face contact with child victims on cases rated as non-emergent within 5 days from the date of referral.</div> <div>b. Review and report on progress towards compliance with expectation/practice guidelines.</div> <div>c. Establish policy workgroup to develop policy for increasing face-to-face contacts to 72 hours for all non-emergent referrals.</div> <div>d. Management team reviews and approves appropriate recommendations.</div> <div>e. Implement policy for increasing face-to-face contact to 72 hours for all non-emergent referrals.</div> <div>f. Establish baseline for compliance with policy change and set performance measure.</div> <div>g. Review progress towards achieving the goal and complete quarterly reports of progress.</div> <div>h. Achieve performance measure.</div>	<div>6/05</div> <div>9/05</div> <div>12/05</div> <div>3/06, 6/06</div> <div>9/06</div> <div>12/04</div> <div>3/05</div> <div>6/05</div> <div>10/05</div> <div>12/05</div> <div>3/06</div> <div>6/06-6/07</div> <div>9/07</div>	<div>Task Completion</div> <div>Task Completion</div> <div>Task Completion</div> <div>Case Review</div> <div>Task Completion</div> <div>Information System</div> <div>Task Completion</div> <div>Task Completion</div> <div>Information System</div> <div>Information System</div> <div>Information System</div>	<div>Practice Improvement (c-g)</div> <div><u>Program & Policy</u></div> <div>Practice Improvement (b)</div> <div>Practice Improvement (e-h)</div>	Item 1	



1a. Timeliness of initiating investigations of reports of child maltreatment
Action Steps


Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s) ¹	CFSR/Program ² Improvement Plan or Reform Item	
1.2	Improve quality of intake services.	1.2.1	Review of intake referrals.			<u>Practice Improvement</u>	Item 2	
			a. Regional referral review conducted by the regional CPS Program Managers (every six months).	12/04	Task Completion			
			b. Conduct statewide consensus building meetings focused on screening in, risk tagging, and emergent status of response (every six months).	12/04	Task Completion			
			c. Conduct regional consensus building meetings quarterly.	12/04	Task Completion			
			d. Annual statewide referral review by the Case Review Team.	7/05	Task Completion			
			e. Establish baseline for consistency of screen-in and identification of emergent responses and set performance measure for improvement.	9/05	Case Review			
			f. Review and report on progress quarterly.	12/05-6/06	Case Review			
		1.2.2	g. Achieve performance measure.	9/06		<u>Practice Improvement</u>		Reform
			Develop and implement referrer satisfaction surveys to be conducted every six months.		Satisfaction Surveys			
			a. Develop surveys.	12/04				
			b. Mail out first set of surveys.	3/05				
			c. Report on results every six months.	6/05				



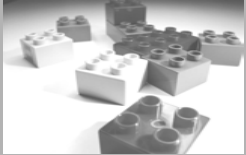
Children are first and foremost, protected from abuse and neglect

2. Repeat maltreatment
Data Measures

Measurement or Goal Description		Percent or Date
Measurement Method	CAMIS Data - Percent of cases of all children who were victims of a founded maltreatment report in the reporting period and were victims of another founded report within 6-months. Measure will model federal calculation methodology using a rolling 12-month period for each quarter	National Standard: 6.1%
Baseline Measure	Statewide aggregate NCANDS data for FFY 2002 (per data profile)	10.8%
Improvement Goal	Item achieved when improvement goal met or exceeded for two consecutive PIP quarterly reporting periods.	9.9%
Goal's Projected Date of Achievement	No later than two years from final PIP approval	9/06

<div></div> <div>2a. Repeat Maltreatment Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
2.1	Reduce the rate of chronically referring families.	2.1.1	Streamline the criteria for Intake to use in identifying chronically referring families to include: <ul style="list-style-type: none">• Three referrals in the prior year.• Four referrals in the prior two years.• Five referrals in the prior three years.• Two or more founded allegations in the past two to six CPS referrals. <ul style="list-style-type: none">a. Establish policy workgroup to develop policies and procedures for identifying chronicity.b. Management review and approval of policies and procedures.c. Implement automated “flagging” for cases meeting chronicity criteria.d. Require case staffings of referral when it meets the chronicity criteria.e. Establish baseline for performance measure.f. Report on progress quarterly.g. Decrease the percent of families chronically referred to CPS by 1.5%.	1/05 6/05 TBD 7/05 12/05 12/05, 3/06,6/06 9/06	Task Completion Task Completion Task Completion Task Completion Case Review	<u>Program & Policy</u> CATS (b) Practice Improvement (e-g)	Item 2	
		2.1.2	Eliminate & prevent duplicate incidents in CAMIS.	TBD		CATS	Item 2	
2.2	Improve accuracy and consistency for findings of child abuse and/or neglect.	2.2.1	Implement a revised system for findings of child abuse or neglect. <ul style="list-style-type: none">a. Establish policy workgroup to develop recommendations.b. Management reviews and approves recommendations.c. Submit proposal for any legislative change.d. Complete necessary policy revisions to support changes in findings system.e. Provide training to staff to support revisions to the	9/04-11/04 12/04 12/04 3/05-5/05 5/05-7/05	Task Completion Task Completion Task Completion Task Completion Task Completion	<u>Program & Policy</u> Practice Improvement (d-h)	Item 2	

2a. Repeat Maltreatment Action Steps								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
		2.2.2	<p>findings system.</p> <p>f. Collaborate with Administrative Office of the Courts (AOC) to provide training to the Administrative Law Judges (ALJ's) regarding changes to the findings and impact on CAPTA hearings.</p> <p>g. Implement policy changes.</p> <p>h. Review findings rates and report out quarterly.</p> <p>Develop and implement policy for expungement of records related to findings, consistent with statute.</p> <p>a. Establish workgroup to develop policy.</p> <p>b. Management reviews and approves of policy recommendations.</p> <p>c. Complete necessary policy revisions to support changes in findings system.</p> <p>d. Orient staff to new policy changes.</p> <p>e. Implement policy changes.</p>	<p>5/05-7/05</p> <p>7/05</p> <p>12/05-9/06</p> <p>9/04-11/04</p> <p>12/04</p> <p>3/05-5/05</p> <p>5/05-7/05</p> <p>7/05</p>	<p>Task Completion</p> <p>Task Completion</p> <p>Task Completion</p> <p>Task Completion</p> <p>Task Completion</p> <p>Task Completion</p> <p>Task Completion</p>	<p><u>Program & Policy</u></p>		Reform

<div></div> <div>3. Risk of Harm to Child Action Steps</div>								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
3.1	Improve percentage of safety plans and risk assessments completed within required timeframes.	3.1.1	Review and revise Kids Come First (KCF) policy framework and tools. a. Establish policy workgroup to develop recommendations. b. Management reviews and approves recommendations. c. Complete policy and tool revisions. d. Provide additional training to staff regarding Kids Come First tools and any policy revisions. e. Establish automated system for tracking completed safety plans and risk assessments within required timeframes. f. Implement policy. g. Establish baseline for safety plans and risk assessments completed and set performance goal. h. Review and report out on progress quarterly. i. Achieve performance goals.	9/04-12/04 12/04-2/05 2/05-5/05 5/05-9/05 TBD 9/05 9/05 12/05, 3/06, and 6/06 9/06	Task Completion Task Completion Task Completion Task Completion Task Completion Task Completion Case Review Case Review	<u>Program & Policy</u> <i>Practice Improvement (d)</i> <i>CATS and Data (e)</i> <i>Practice Improvement (f-h)</i>	Item 4	Reform (e)



3. Risk of Harm to Child
Action Steps

Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
3.2	Improve the quality of safety assessment and safety plans.	3.2.1	Implement Family Team Decision Making Meetings within 72 hours of a child’s placement in out-of-home care to develop more effective safety plans. <i>(Phase in over three years).</i> <u>Subject to 2005 Budget Request</u>	2004-9/06		<u>Practice Improvement</u>	Items 3 and 4	Reform (g-h)
			a. Work with Annie E. Casey Foundation to complete implementation assessment for Phase I.	6/04	Task Completion			
			b. Develop policy and practice guidelines to support the model to include: <ul style="list-style-type: none">• Early identification and involvement of fathers and relatives and Tribes; and• Protocols to address avenues of resolution where there is a disagreement in Family Team Decision Making Meetings.	7/04	Task Completion			
			c. Hire and train facilitators for urban centers (Phase I).	8/04	Task Completion			
			d. Provide training to staff, foster parents and community partners on the model.	9/04	Task Completion	<u>Practice Improvement</u>	Items 3 and 4	
			e. Implement Phase I of the model, beginning with urban centers.	10/04				
			f. Evaluate the implementation of Phase I and plan for Phase II.	6/05	Implementation Report			
			g. Implement Phase II.	9/05				
		3.2.2	h. Implement Phase III.	9/06		<u>Practice Improvement</u>	Items 3 and 4	
			3.2.2 Increase the percentage of quality safety plans and safety assessments.					
			a. Provide training to staff regarding the completion of effective safety plans.	5/05-9/05	Task Completion			
			b. Establish baseline for safety plans and risk assessments completed and set performance goal.	9/05	Case Review			
			c. Review and report out on progress quarterly.	12/05, 3/06, and 6/06	Case Review			
			d. Achieve performance goals.	9/06				

4. Child Protective Services Investigations Action Steps									
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item		
4.1	Improve protection for children.	4.1.1	Restructure Child Protective Services Model. <u>Subject to 2005 budget request.</u>			<u>Program & Policy</u>		Reform	
			a. Establish policy workgroup to develop clearer and more focused role definition for social workers assigned to Child Protective Services (CPS) cases and develop structure, policy and procedures to support the model.	3/05-6/05	Task Completion	Practice Improvement (c-i)			
			b. Management reviews and approves recommendations.	6/05-7/05	Workgroup Report				
			c. Develop communication plan for staff and community partners regarding the model changes.	8/05	Task Completion				
			d. Implement training to support the model: <ul style="list-style-type: none">• Role definition and model• Advanced investigation and assessment training for CPS workers.	9/05-12/05	Task Completion				
			e. Implement policy change for DCFS investigations and risk assessments to be completed within 75 days from date of referral (<i>With flexibility for smaller offices</i>).	1/06					
			f. Implement policy requiring case management responsibility for the child in out-of-home placement to be transferred from CPS to CWS at 72 hours for permanency planning and reasonable efforts (<i>With flexibility for smaller offices</i>).	1/06					
			g. Implement new CWS in-home service program and policy requiring in-home services to be transferred from CPS to CWS within 75 days of referral.	1/06					
			h. Develop criteria requiring Area Administrator case record review of CPS investigations on open CWS cases.	1/06	Case Review				
			i. Establish baseline for acceptable quality of assessments and investigations and set performance measure.	1/06	Case Review				
			j. Review progress and report quarterly.	6/06 - 6/07					
			k. Achieve performance measure.	9/07					

4. Child Protective Services Investigations Action Steps								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
		4.1.2	Implement Family Team Decision Making model within 72 hours of a child’s placement in out-of-home care (<i>Refer to Safety Section, 3.2.1</i>)	9/05	Task Completion	<u>Practice Improvement</u>	Items 2, 4 and 8	Reform
		4.1.3	Increase percentage of health and safety visits with children in out-of-home care (90-day visits), conducted by DCFS social workers, to 90%.	7/05	Information System	<u>Practice Improvement</u> <i>Field Operations</i>		
		4.1.4	In collaboration with service providers, maximize existing contracted services to support the new CPS model and prevent the need for out-of-home services. a. Establish workgroup. b. Develop recommendations for alignment of contracted services. c. Management review and approval of recommendations. d. Implement recommendations.	6/05 9/05 1/06 3/06	Task Completion Task Completion Task Completion Task Completion	<u>Program & Policy</u>		
		4.1.5	Measure the impact of the new CPS model. a. Expand policy workgroup (<i>Safety Section 4.1.1.a</i>) to include CATS and data unit to identify the outcomes of the new CPS service model and develop recommendations for tracking (<i>e.g. reduction in child placements, timeliness of response to referrals and recurrence</i>). b. Management review and approve recommendations. c. Develop system for tracking new outcomes. d. Establish baselines and set performance measures for <ul style="list-style-type: none">Existing measuresNew measures e. Review progress and report out quarterly. f. Achieve performance measures.	7/05-9/05 10/05-12/05 TBD 1/06 3/06 3/06-6/07 6/07	Task Completion Task Completion Task Completion Information System Information System	<u>Practice Improvement</u> <i>CATS and Data (a)</i>		

4. Child Protective Services Investigations Action Steps								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
4.2	Improve response to child neglect.	4.2.1	Reduce the rate of chronically referring families (<i>Refer to Safety Section, 2.1</i>)				Item 2	
		4.2.2	In collaboration with community partners, establish two child development specialist positions per region to provide assessment and consultation regarding impact of neglect on children and effective interventions. <u>Subject to 2005 budget request.</u> a. Budget decision. b. Hire child development specialists. c. Provide training. d. Begin providing service.	7/05 8/05 9/05 - 10/05 11/05	Task Completion Task Completion Task Completion Task Completion	<u>Practice Improvement</u>	Item 2	
		4.2.3	In collaboration with contracted providers develop and implement revisions to ARS, FPS and IFPS to better serve chronically referring families. <u>Subject to 2005 budget request and legislation.</u> a. Establish workgroup to develop recommended service provision plan and identify any required legislative revisions and costs. b. Workgroup report out recommendations. c. Propose legislative revisions (ARS) d. Legislative and budget decisions. e. Begin review and revision of contracts. f. Complete revision of contracts and implement services.	9/04 11/04 4/05 7/05 9/05 11/05	Task Completion Task Completion Task Completion Task Completion Task Completion Task Completion	<u>Program & Policy</u>	Item 2	
		4.2.4	Increase referrals to Early Intervention Program (EIP) contracts statewide and set performance measure. a. Develop a system to track referrals.	12/04	Task Completion	<u>Program & Policy</u> CATS (a)	Item 2	

4. Child Protective Services Investigations

Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
			b. Establish baseline and set performance measure. c. Review and report quarterly. d. Achieve performance measure.	12/04 3/05-9/06 9/06	Information System Information System	<i>Data (b)</i>		
4.3	Improve response to adolescents at risk.	4.3.1	Develop and implement screening and assessment tools that meet the needs of adolescents being served by FRS, CWS and CPS and make corresponding changes in the statewide information system. a. Establish a workgroup to develop recommendations. b. Workgroup reports out on recommendations. c. Complete necessary policy changes to support framework and tools. d. Complete automated case database revisions to support separate referral forms and tools for each program area. e. Develop and implement training to support framework and development of tools. f. Implement screening and assessment tools.	12/04 3/05 9/05 TBD 9/05-12/05 12/05	Task Completion Task Completion Task Completion Task Completion Task Completion Task Completion	<u>Program & Policy</u> CATS (d) Practice Improvement (e-f)		Reform
		4.3.2	Plan and conduct an annual summit for youth and service providers to improve services to youth-at-risk. (<i>Becca Summit</i>)	9/05-12/05	Task Completion	<u>Practice Improvement</u>		Reform
4.4	Strengthen and Improve Child Protection Teams (CPTs)	4.4.1	Through a multi-disciplinary workgroup, conduct a statewide review of the Child Protection Team (CPT) system, including membership, participation, information sharing, and the review process. a. Establish terms of reference for the review. b. Establish multi-disciplinary review team. c. Multi-disciplinary team completes review and makes recommendations. d. CA management reviews and approves recommendations. e. Revise CPT policy and procedures based on recommendations.	9/04 10/04 01/05 03/05 06/05	Task Completion Task Completion Task Completion Task Completion Task Completion	<u>Program & Policy</u>		Reform

4. Child Protective Services Investigations Action Steps								
Goals		Action Steps/Benchmarks		Dates of Achievement	Method of Measurement	Lead(s)	CFSR/Program Improvement Plan or Reform Item	
			f. Develop revised CPT members Handbook g. Develop new training for CPT members and CA staff h. Provide new training for CPT members i. Provide training for CA staff referring and presenting cases to CPT's	07/05 9/05 10/05-3/06 10/05-3/06	Task Completion Task Completion Task Completion Task Completion	Practice Improvement (g-h)		
4.5	Increase awareness and improve response to domestic violence.	4.5.1	In collaboration with partners, complete development of the statewide interagency domestic violence protocol.	9/04	Task Completion	<u>Program & Policy</u>		Reform
		4.5.2	In collaboration with partners, complete regional protocols, based on the statewide interagency domestic violence protocol template. a. Report quarterly on progress. b. Complete regional protocols.	12/04-3/05 3/05	Progress report	<u>Program & Policy</u> Field Operations (b)		Reform
		4.5.3	In collaboration with partners, regions conduct cross-training to support the implementation of the domestic violence protocol (with DASA, MH, ESA, DV advocates and service providers).	1/05-6/05	Task Completion	<u>Program & Policy</u> Field Operations		Reform